

KION GROUP 2012

We keep the world moving

Wiesbaden, November 2012



-
- 1 Overview KION Group: Multi-brands efficiently cover customer needs**
 - 2 Strongly positioned in an attractive market
 - 3 Facts & Figures
 - 4 Strategy
 - 5 Summary

KION GROUP AT A GLANCE

Well balanced business mix in industrial truck market



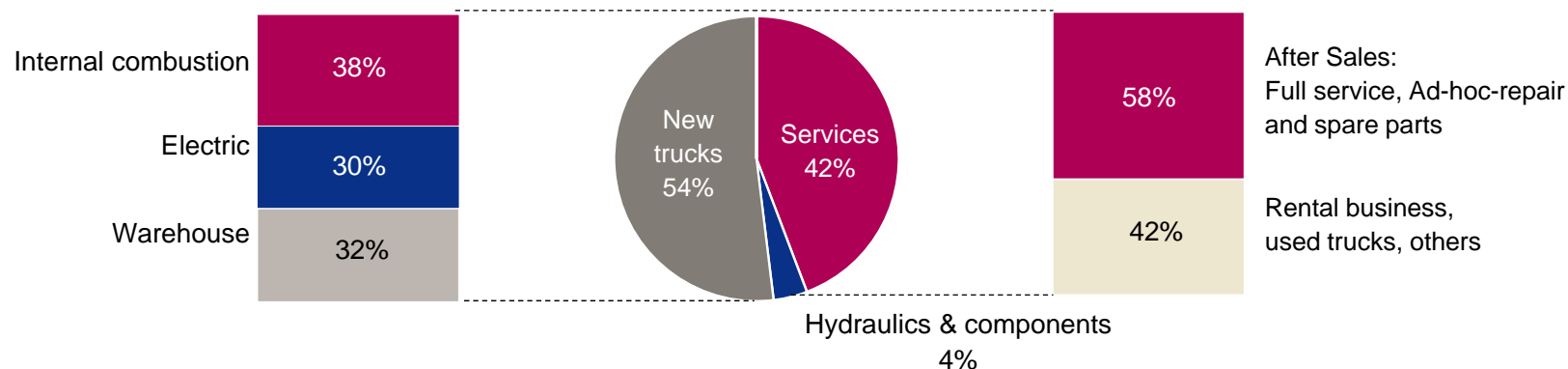
Key facts

- KION is European #1 and global #2
- Highly diversified revenue stream across products, customers and geographies
- 6 successful brands with loyal customers
- Over 1 million installed truck base worldwide
- 22,000 employees, 1,200 sales locations worldwide
- Global production and sales & service footprint

Key financials

| In €millions | 2008 | 2009 | 2010 | 2011 |
|--------------|-------|--------|-------|-------|
| Revenue | 4,554 | 3,084 | 3,534 | 4,368 |
| Adj. EBITDA* | 709 | 311 | 462 | 665 |
| Margin | 15.6% | 10.1% | 13.1% | 15.2% |
| Adj. EBIT* | 358 | (29) | 139 | 365 |
| Margin | 7.9% | (0.9)% | 3.9% | 8.3% |

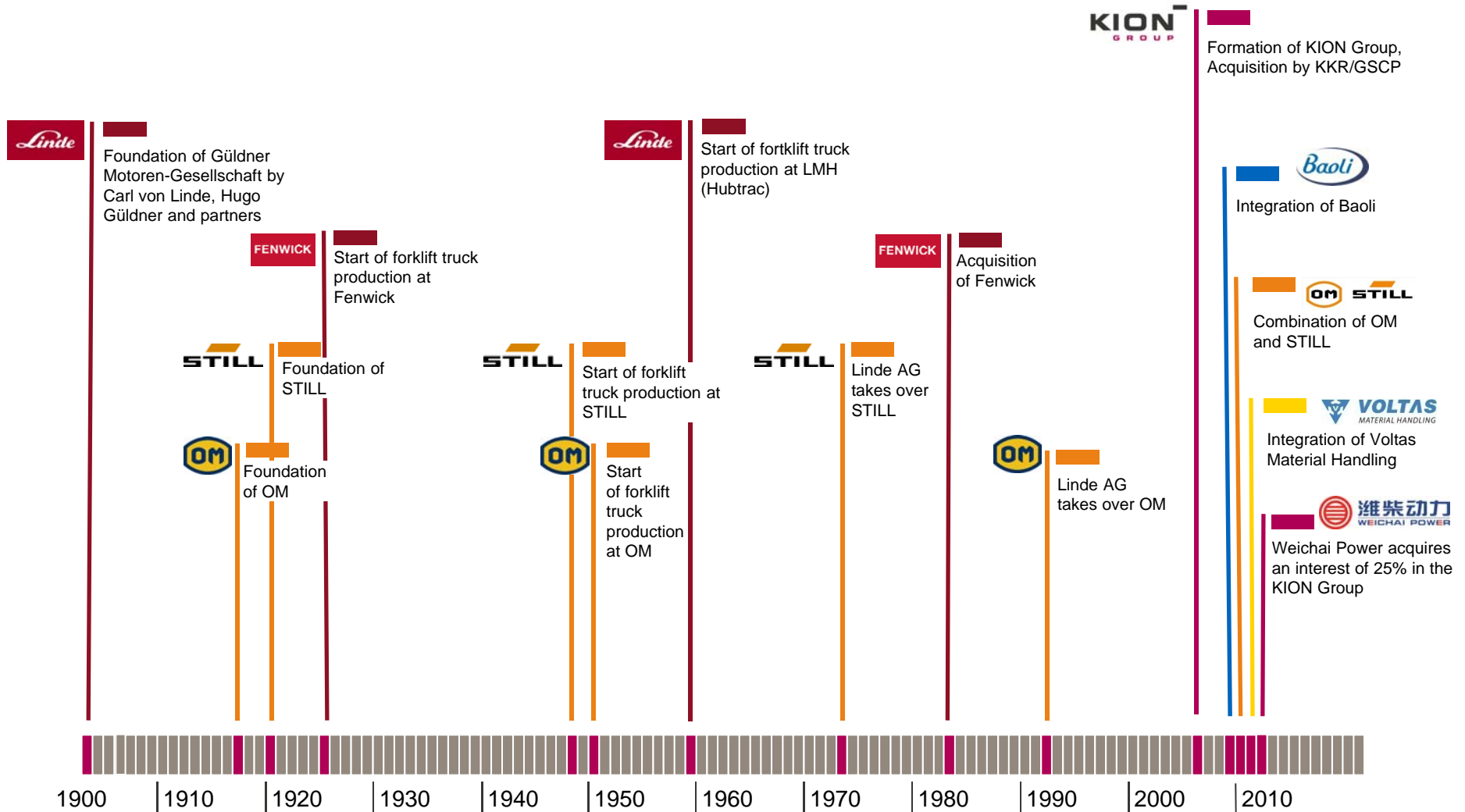
Revenue breakdown by product offering 2011



* Adjusted for one-off items and PPA.

KION GROUP HISTORY

More than a century of experience

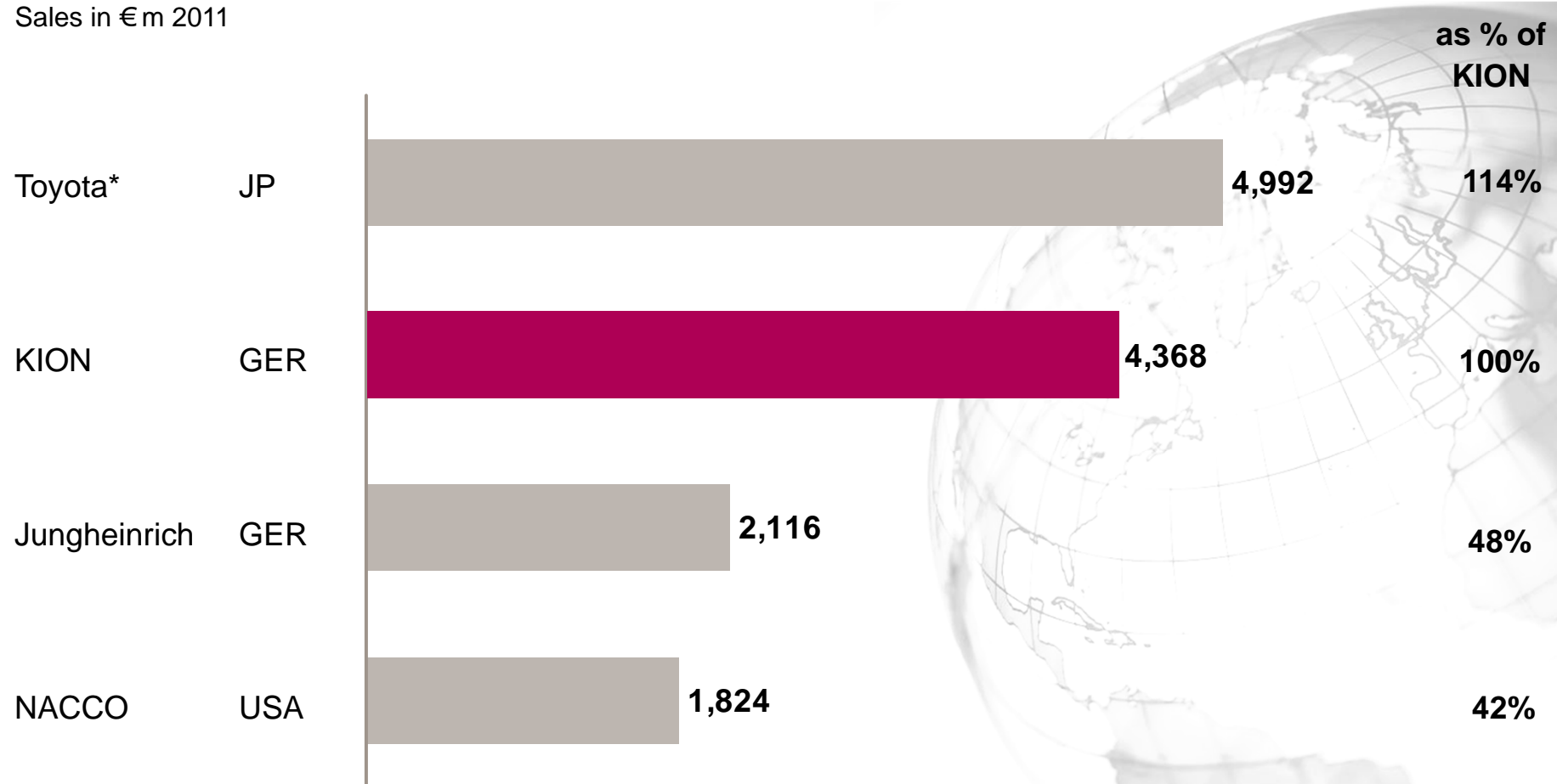


GLOBAL INDUSTRIAL TRUCK INDUSTRY

KION Group clear global no. 2



Sales in € m 2011



* Based on calendar year reporting to allow comparison

Source: Annual reports

Foreign exchange rates for the year 2011: EUR/USD = 1,393 EUR/Yen = 111,22

FULL PRODUCT RANGE (CROSS BRAND EXAMPLES)

From small Pallet Truck up to Heavy Truck



Internal Combustion (IC) Counterbalance Trucks

- Outdoor environment
- Heavy goods handling



Electric (E) Counterbalance Trucks

- Indoor environment
- No emissions
- Heavy goods handling



Warehouse (WH) Rider Trucks

- Transport of goods at faster speed
- Specialized for warehouse requirements



Warehouse (WH) Pedestrian Trucks

- Transport of goods at walking speed
- Less electric support than Rider trucks



Tractors

- Industrial processes / train stations / airports



LINDE HYDRAULICS: TURNING POWER INTO MOTION

Proprietary technology for own products and related industries



Hydraulic and Electric Drive Technology



Hydraulic & electric axles



Hydraulic pumps & motors



Valve technology



Electronics & sensors

High Tech for KION products and OEM's

Material Handling



Earth moving machines



Forestry & Agricultural machines

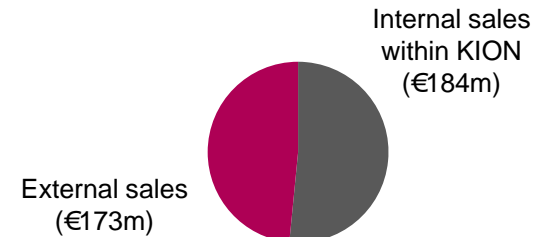


Road construction machines



Facts & Figures (2011)

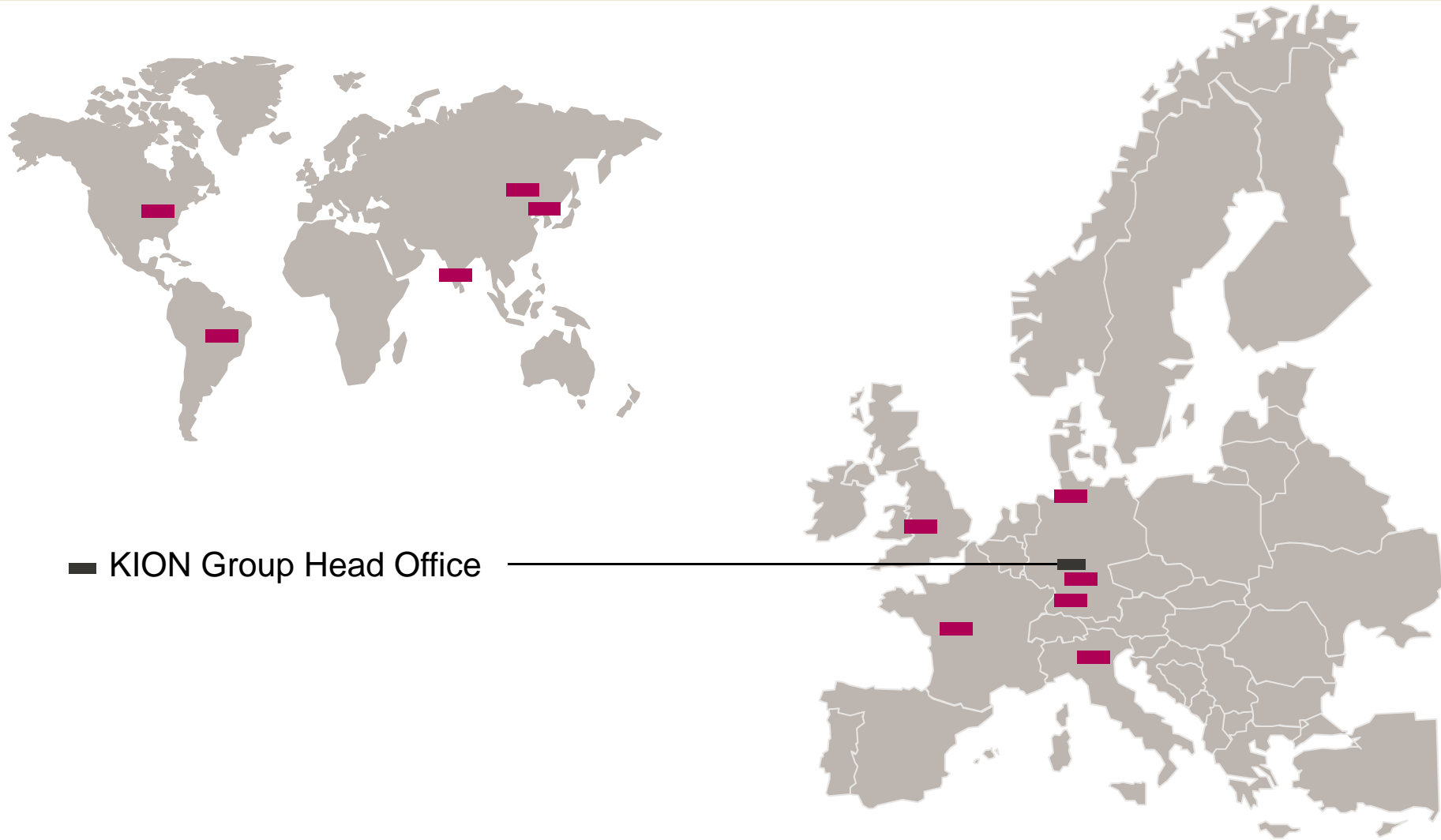
Total sales: €357m



- Production of hydrostatic drives since 1956
- Plants in Germany and Czech Republic
- 1,700 employees globally
- Tailor-made high performance products for customers
- Joined strategic global product and distribution alliance with Eaton (US)
- Global presence

GLOBAL MANUFACTURING NETWORK

Industrial truck production facilities



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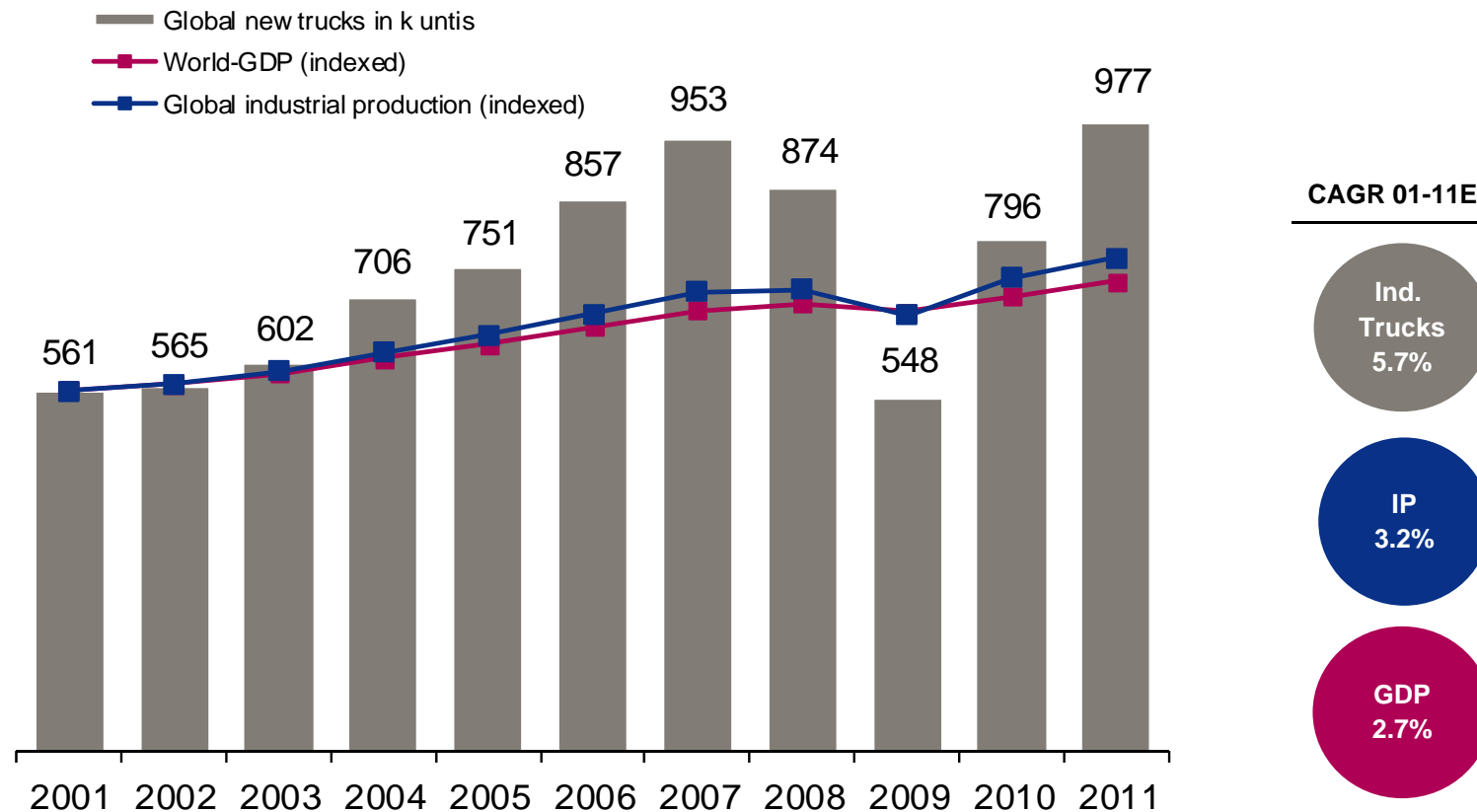
5 Summary

ATTRACTIVE GROWTH MARKET

Long-term market growth rates above industrial production and GDP



Global industrial truck sales, industrial production and GDP



2011: World GDP and global industrial production are estimates

Source: WITS, Industry Statistics (order intake); GS Research: World Industrial Production; Real GDP in USD: Economist Intelligence Unit

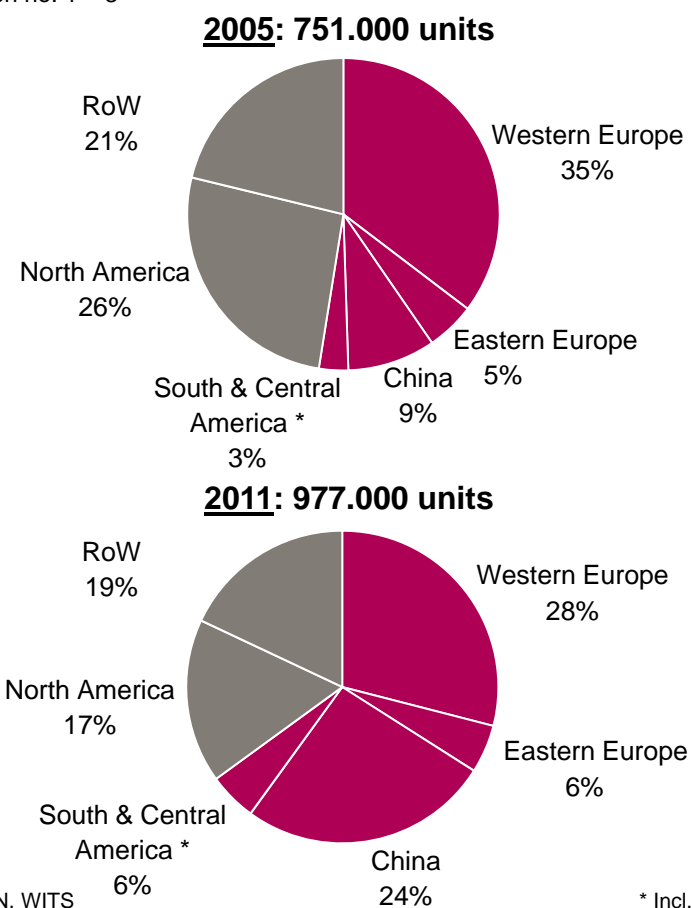
ATTRACTIVE GROWTH MARKET

Market trends in favour of KION



KION benefits from improved regional breakdown

Markets with leading KION position no. 1 – 3

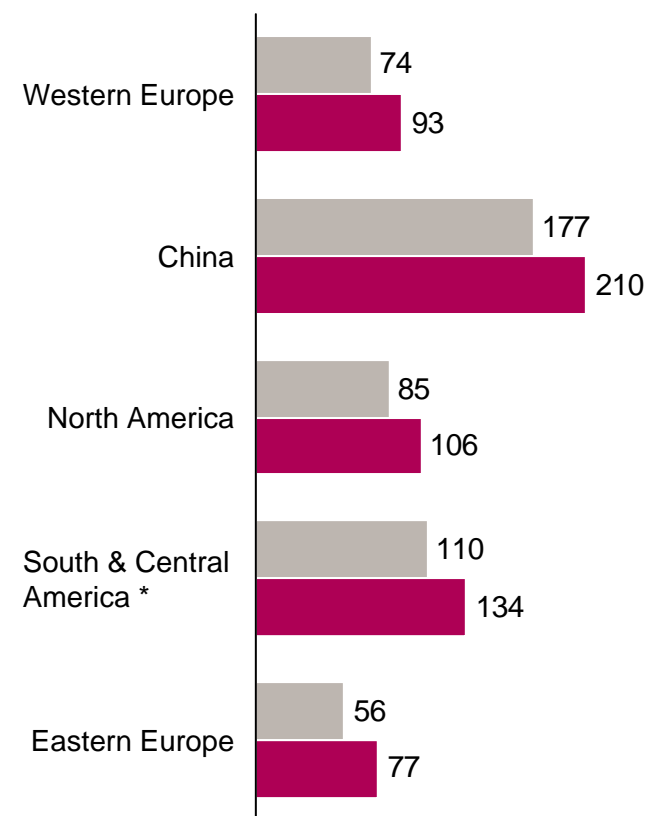


Source: KION, WITS

* Incl. the Caribbean

Market Level

2010 as % of 2008
2011 as % of 2008



KION GROUP MARKET POSITION

Strong position in key markets



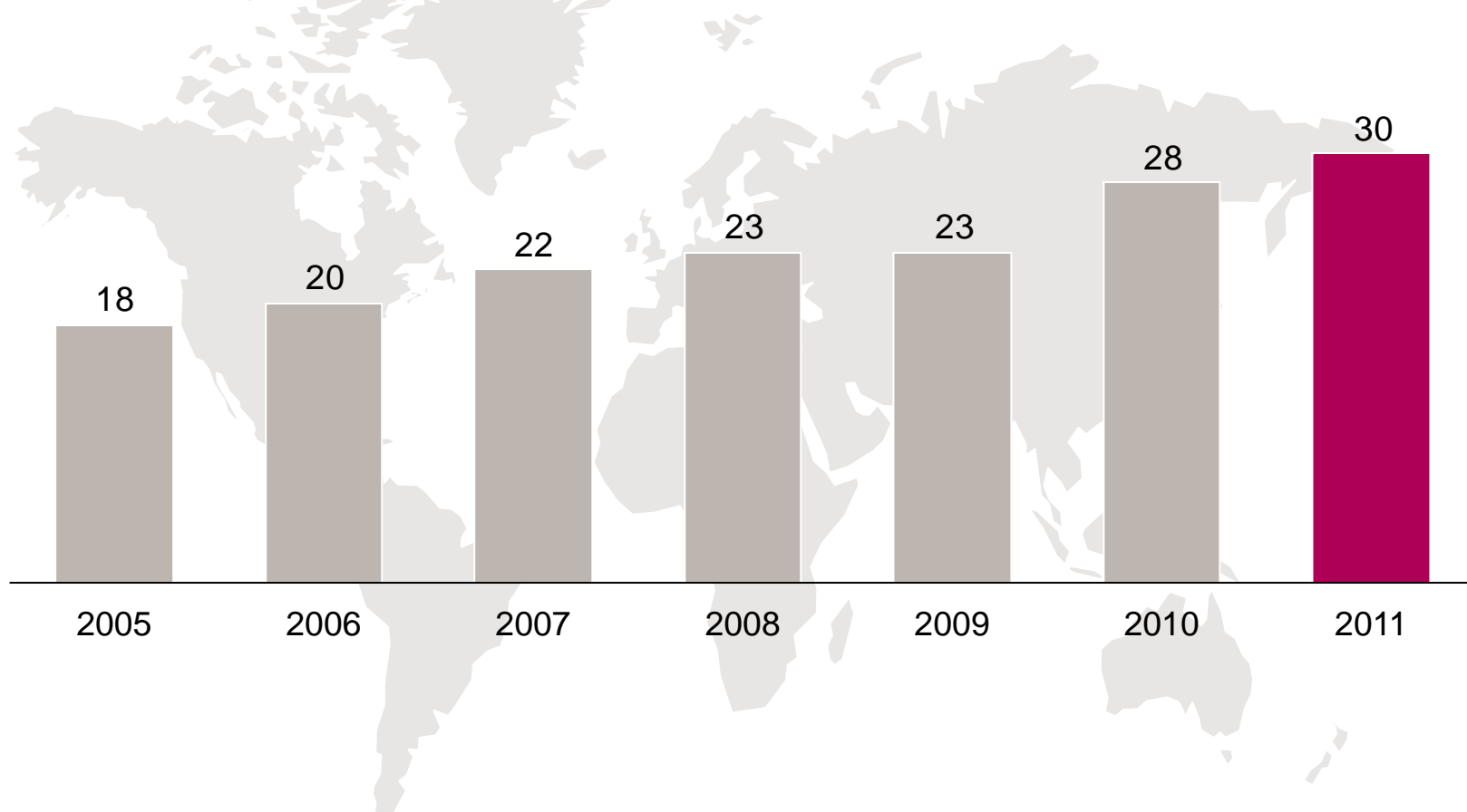
| Market | KION position 2011 |
|----------------|--------------------------------------|
| Western Europe | No. 1 |
| Eastern Europe | No. 1 |
| Brazil | No. 2 |
| India | No. 2 |
| China | No. 3 / No.1 international player |
| World | No. 2 |

KION ORDER INTAKE

KION substantially benefits from emerging markets



KION's business in growth regions¹ in % of overall order intake (based on units)



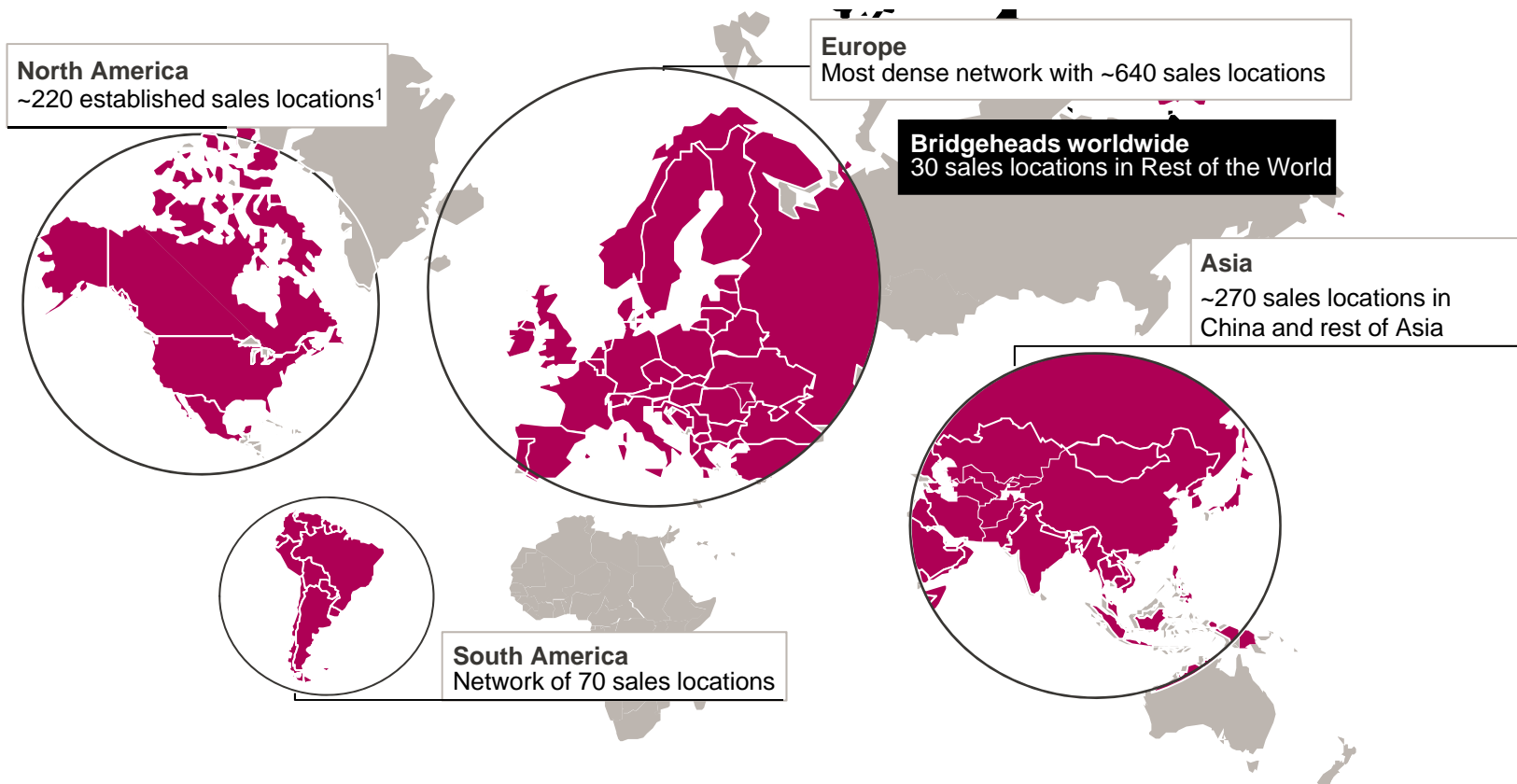
¹ Growth regions include Asia ex. Japan, South America, Eastern Europe, Africa and the Middle East

KION GLOBAL SALES & SERVICE NETWORK

Close to the customer in more than 100 countries



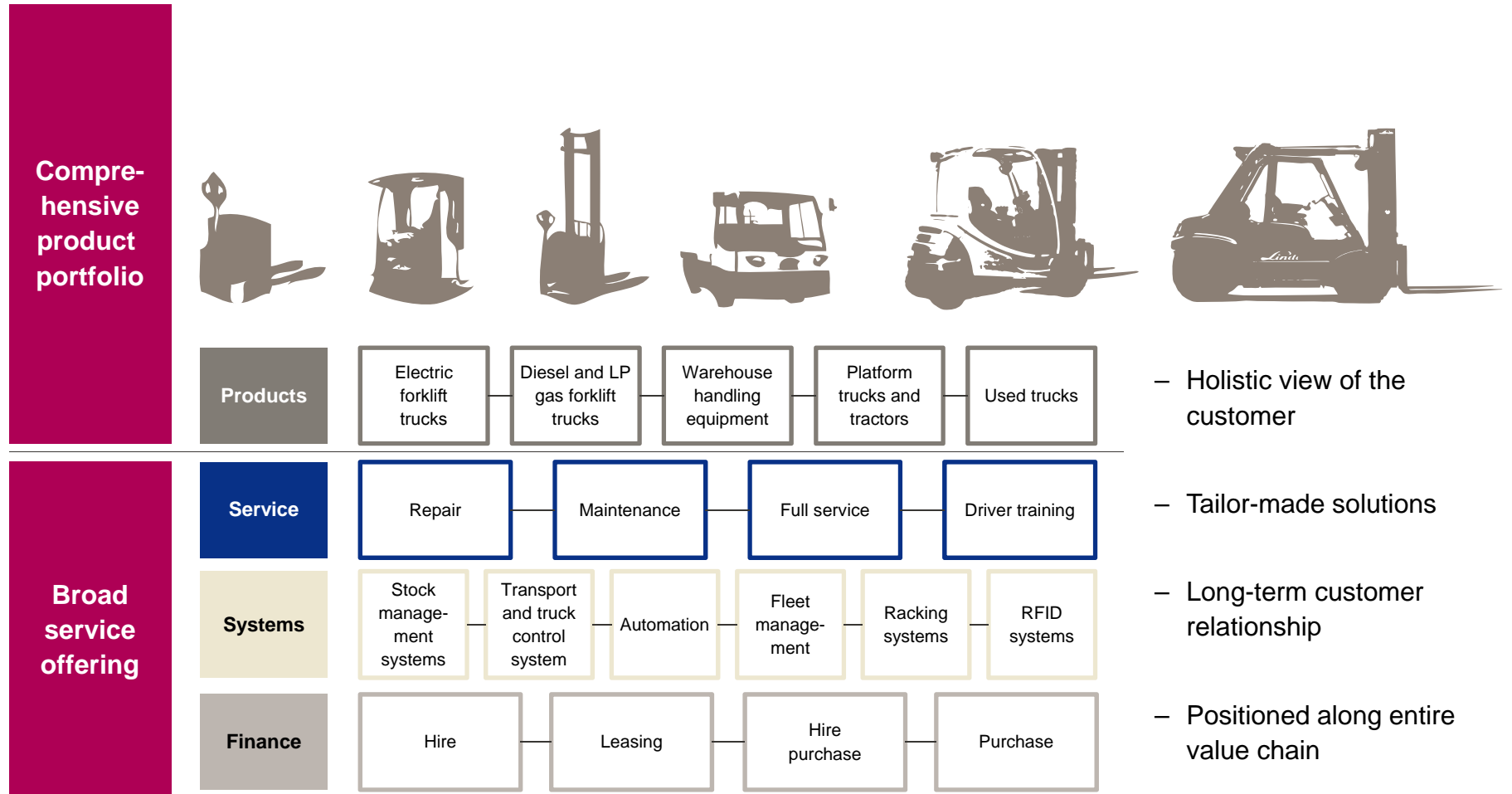
| | | | | | | | | | | |
|---|----------------------|---|----------------------|---|----------------------|---|----------------------|---|---------------------|------------------------|
|  | ~710 sales locations |  | ~230 sales locations |  | ~150 sales locations |  | ~110 sales locations |  | ~30 sales locations | ~1,230 sales locations |
|---|----------------------|---|----------------------|---|----------------------|---|----------------------|---|---------------------|------------------------|



¹ Includes sales locations from multi-brand dealers.

DIVERSIFIED REVENUE STREAMS

Full product and service range



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FINANCIAL HIGHLIGHTS

2011 benefitted from global recovery



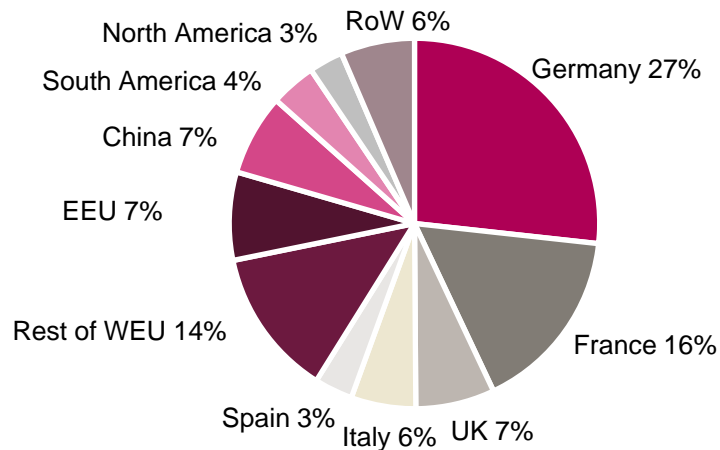
| €m | 2011 | 2010 | 2009 | 2008 |
|--|--------|--------|--------|--------|
| Order intake | 4,682 | 3,860 | 3,028 | 4,399 |
| Revenue | 4,368 | 3,534 | 3,084 | 4,554 |
| EBITDA (adjusted) | 665 | 462 | 311 | 709 |
| EBITDA margin (adjusted) | 15.2% | 13.1% | 10.1% | 15.6% |
| EBIT (adjusted) | 365 | 139 | -29 | 358 |
| EBIT margin (adjusted) | 8.3% | 3.9% | -0.9% | 7.9% |
| Capital expenditures | 133 | 123 | 108 | 173 |
| Total R&D spending | 120 | 103 | 100 | 111 |
| in % of total revenue | 2.8% | 2.9% | 3.2% | 2.4% |
| in % of new truck revenue | 5.6% | 5.5% | 6.8% | 4.2% |
| No. of employees (incl. apprentices and trainees) | 21,862 | 19,968 | 19,953 | 21,168 |

DIVERSIFIED REVENUE STREAMS

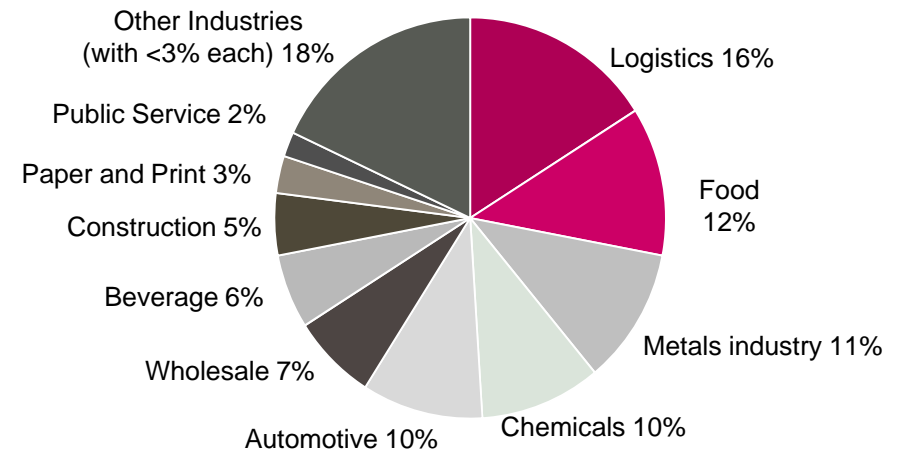
Across geographies, industries, value chain and customers



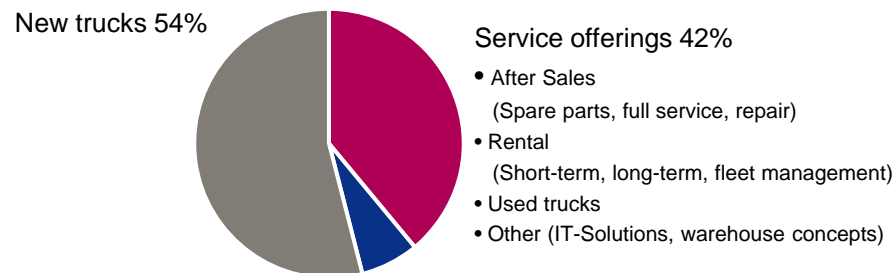
KION revenues 2011 – by geography



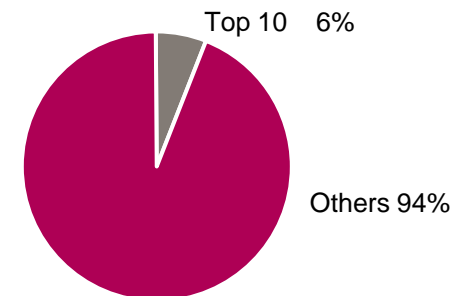
KION new truck order intake 2010 – by industry¹



Revenue breakdown 2011 – by product offering



KION Top 10 customers contribution to 2011 revenues



¹ German customer base.

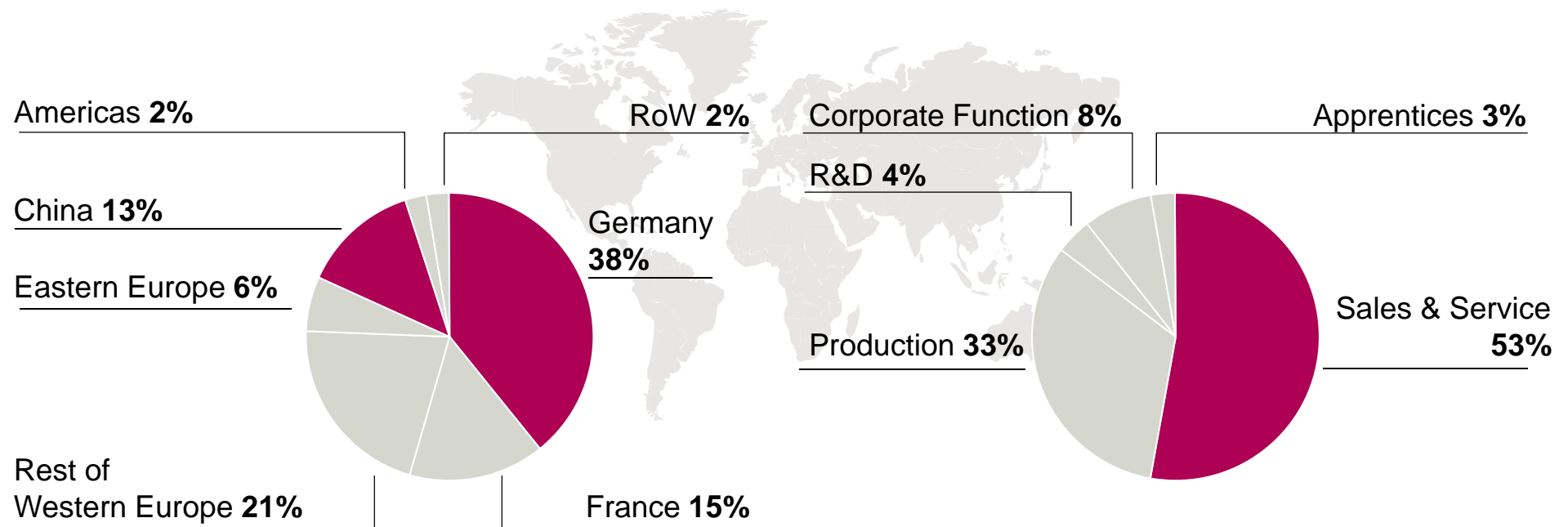
EMPLOYEES 2011

Footprint reflects strong home base and growth regions



Split by region (2011 year-end)
100% = 21,862 employees

Split by function (2011 year-end)
100% = 21,862 employees

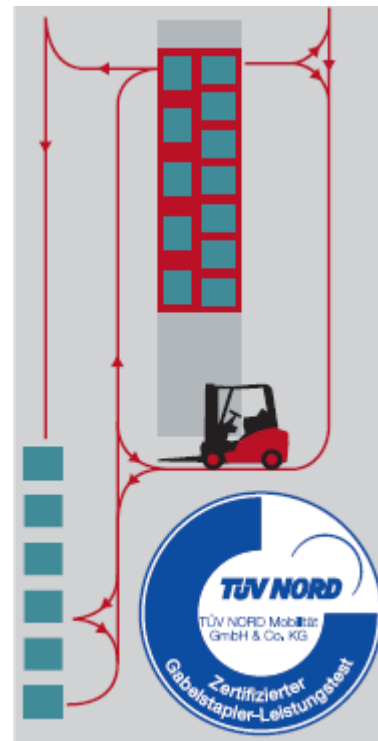
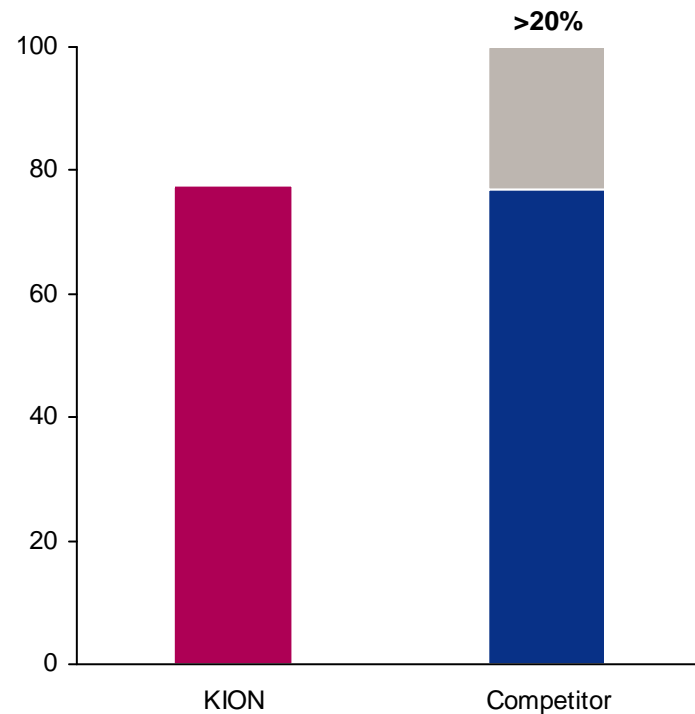


LOW TOTAL COST OF OWNERSHIP (TCO)

Differentiation through technological leadership

Lower cost of ownership due to technological leadership

Cost per lorry load cycle



Innovative products with

- lowest energy consumption
- best-in-class ergonomics and precise steering
- first-class reliability and easy maintenance

RESEARCH AND DEVELOPMENT

Substantial investments to keep technological edge

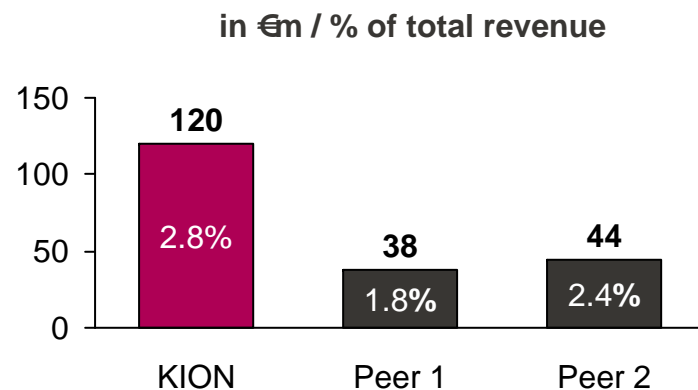


KION R&D spending in €m / % of total revenue



- ~ 900 employees in R&D
- Focus of R&D:
 - Modular construction
 - Energy efficiency
 - Reduction of emissions
 - New technologies like Fuel Cell, Li-Ion technologies, Hybrid drive
 - Ergonomics

KION vs. peers R&D spending 2011



Source: Company reports

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KION GROUP'S STRATEGY

Focus on global leadership, growth and profitability



Targets

1. Leading global manufacturer

2. Higher share of business abroad

3. Long-term growth of KION > market

4. The industry profitability benchmark



Strategic Levers

1 Maintain new truck market leadership in Europe and further expand service offerings

2 Tap full market potential in growth regions

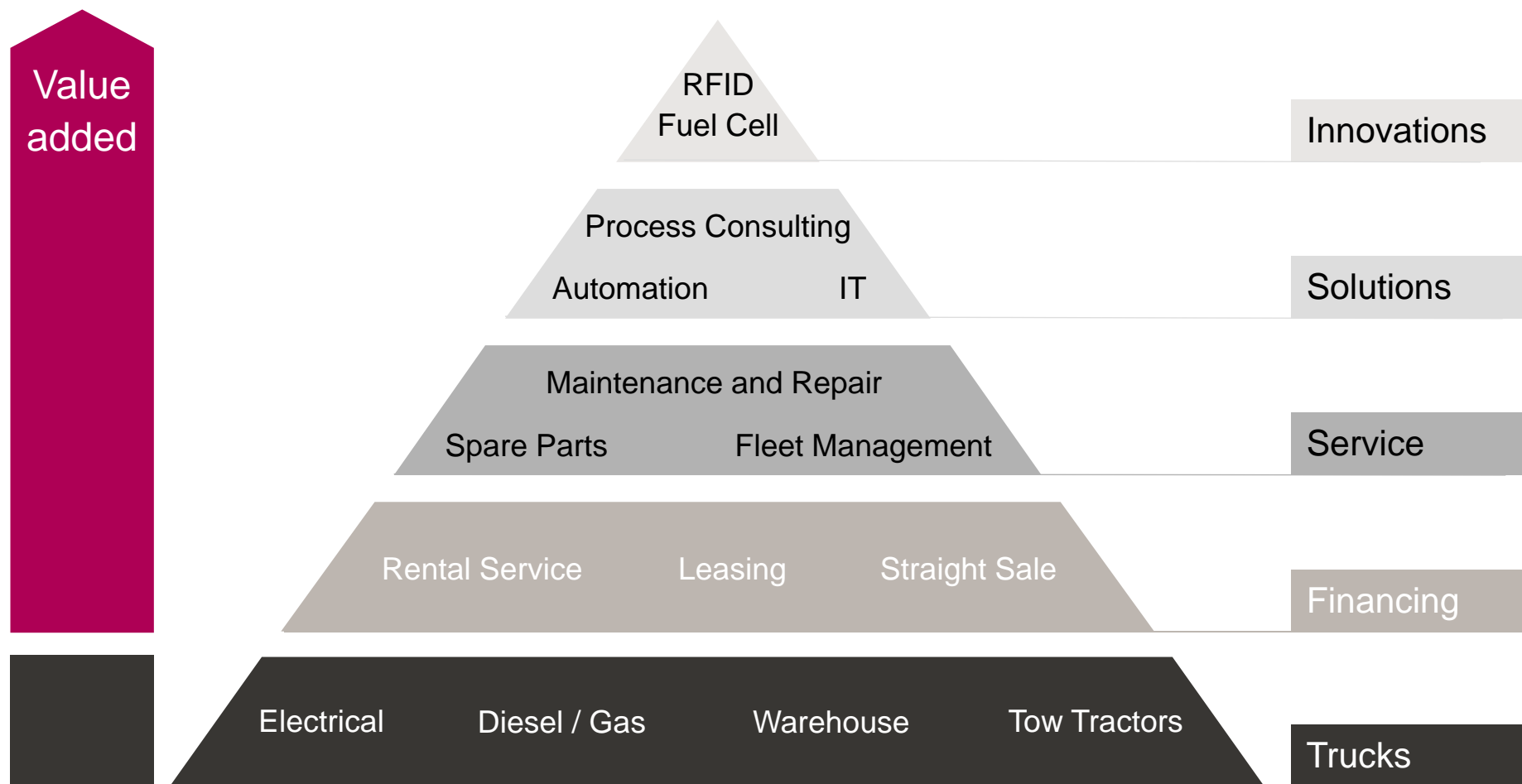
3 Further improve market penetration through multi-brand strategy

4 Cost leadership by exploiting group-wide synergies and continued operational excellence

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POSITIONING ALONG WHOLE VALUE CHAIN

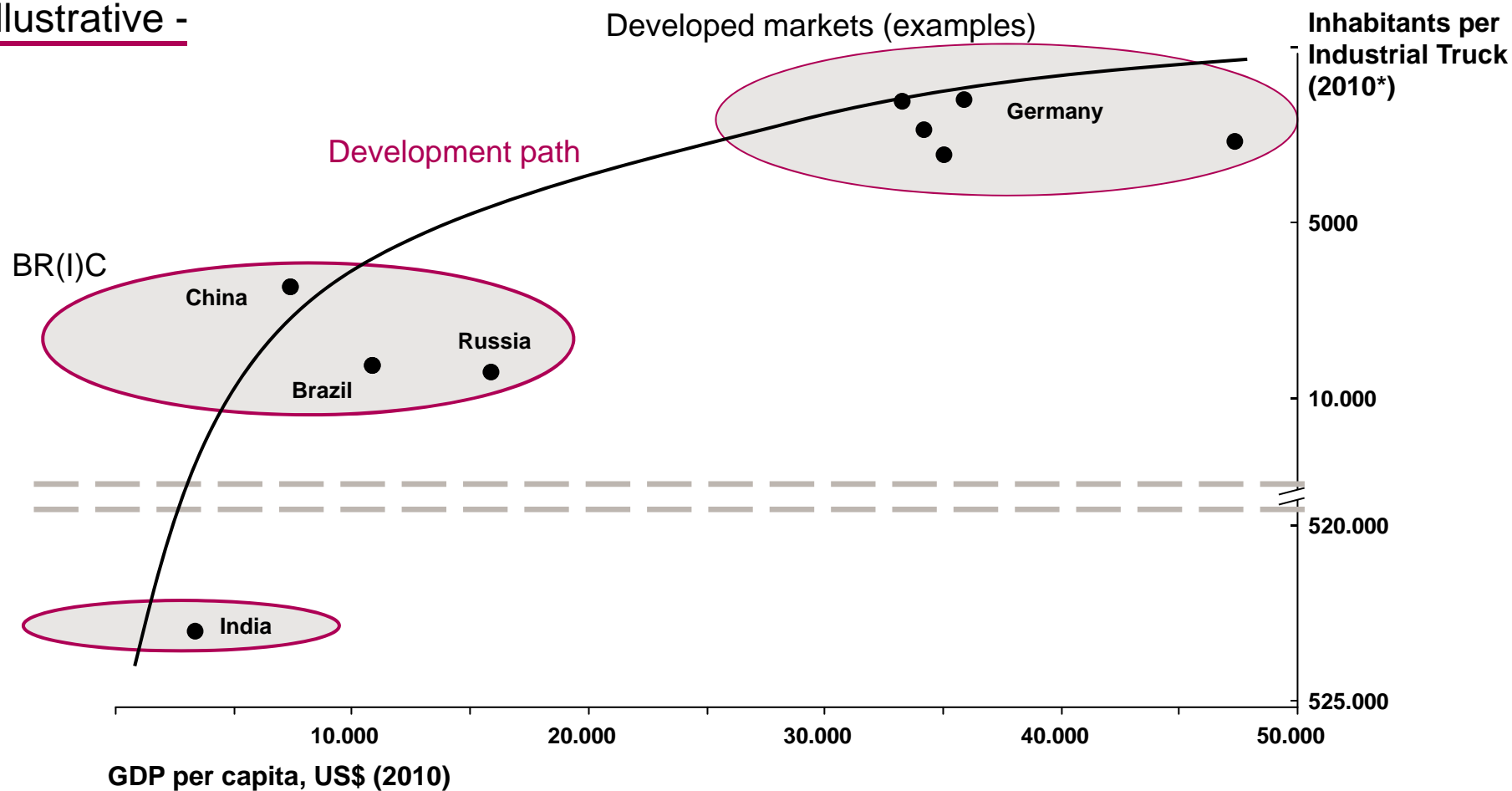
New truck business as basis for further service business



TAP FULL MARKET POTENTIAL IN GROWTH REGIONS

BRIC's with significant growth potential

- illustrative -



Source: World fact book, WITS/ FEM Statistics

*Order intake in 2010

3

FURTHER IMPROVE MARKET PENETRATION THROUGH MULTI-BRAND STRATEGY

Leading positions



Global brands



- No. 2 worldwide
- No. 1 international brand in China
- Undisputed innovation and technology leader



- European premium brand (No. 3)
- No. 2 in Brazil
- Leading in E-trucks

FENWICK

- No. 1 in France



- Leading in Italy



- Top 10 domestic brand in China
- Platform for global economy segment offering



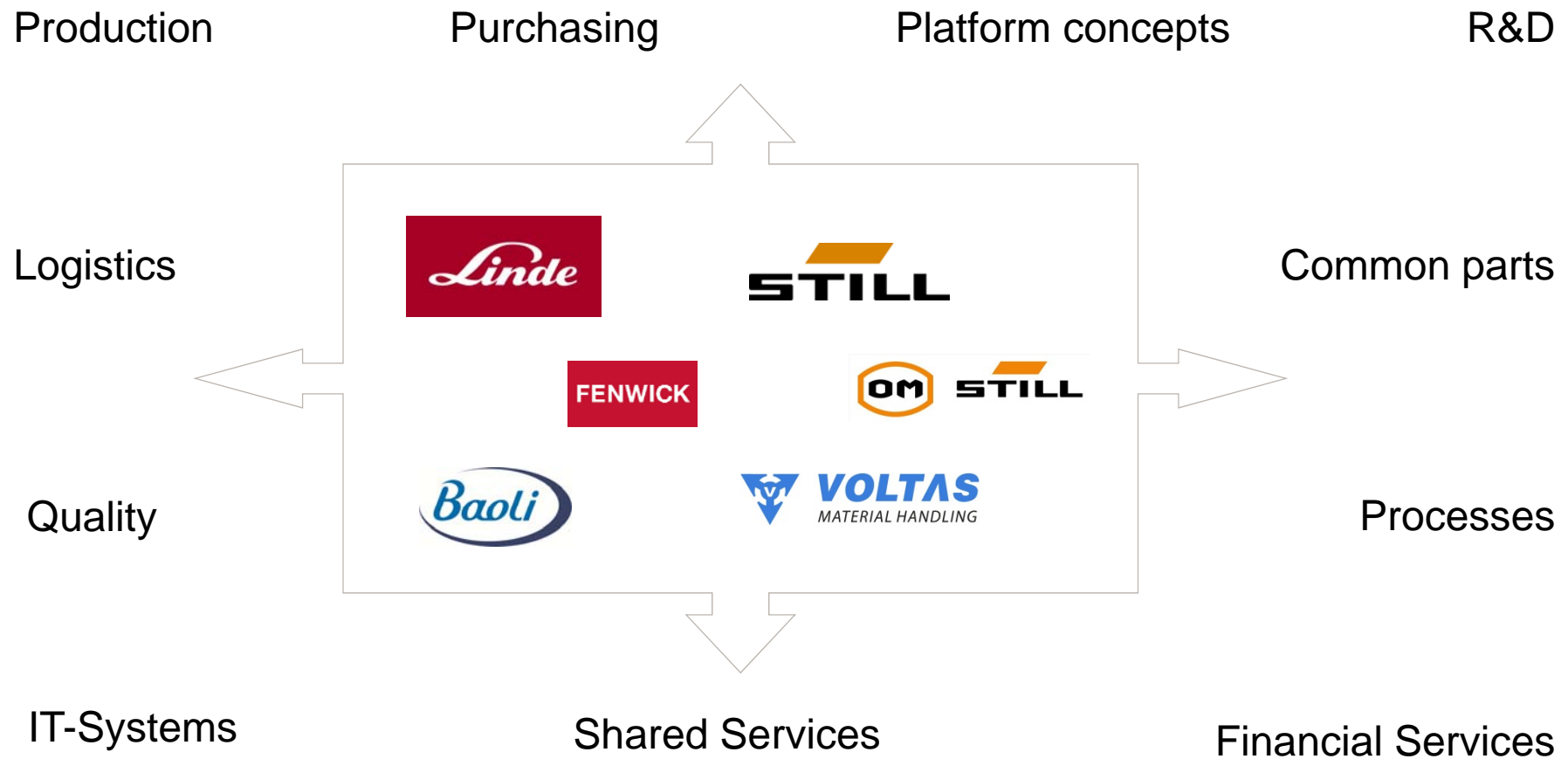
- No. 2 in India
- Focus on the economy segment

Regional brands

KION brand and product portfolio addresses specific market requirements

4 EXPLOITING GROUP-WIDE SYNERGIES

Brand portfolio offers synergy potential



-
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SUMMARY



KION Group

Attractive growth markets with growth rates above GDP and Industrial Production

Leading Player with strong platform in Europe and growth regions

Global presence and comprehensive offering provide diversified revenue streams

Technology leadership providing efficiency gains for customers

Attractive profitability driven by business and service profile

WE KEEP THE WORLD MOVING

KION
GROUP

